

**Aerospace Workforce Transition Program –
Turning a Rapid Response into Solution-Based
Strategy for Employers**

USDOL Business Services Summit

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Challenge at Hand

- What we knew:
 - White House intended to retire the Shuttle in 2010
 - Approximately 9,200 highly skilled/highly compensated workers attached to the Shuttle Program at KSC
 - Over 6,000 working for prime contractor (United Space Alliance)
 - Shuttle-related payroll estimated at \$600M
 - Thousands (estimated 6,000- 9,000) would be dislocated
 - We needed to conduct our due diligence
 - We had a challenge!!

Research & Intelligence Gathering

- Lessons learned from regions with similar challenges
 - Tobacco industry transition in North Carolina
 - Automobile industry transition in Michigan
 - Major airline dissolution in South Florida
- Takeaways for Program Foundation:
 - Stakeholder buy-in and advocacy – Workforce takes the lead but you can't do it alone!
 - Adequate funding and resources to support a plan
 - Scope of work to support all facets of change (financial/skills development/emotional)

Aerospace Career Development Council (ACDC)

- Advocacy Efforts –One Voice! - Foundation for an effective and successful transition of the affected workforce
 - Initial planning team – all stakeholders represented:
 - Industry Partners (USA, Lockheed, Boeing, subcontractors)
 - Industry Supply Chain
 - Legislative Delegation (local, state and federal)
 - Economic Development Organizations
 - Educational Institutions
 - Federal Agencies – NASA, Patrick Air Force Base (Cape)
 - Labor Unions
 - State of Florida (Governor's Office, Workforce Florida, Space Florida, Enterprise Florida)

Aerospace Career Development Council (ACDC)

- Supports Communication Efforts – Workers/Employers/Community at Large
 - Leads Advocacy – One Voice! Incorporates all aspects: Economic Development, education, industry employment
 - Advocates for resources to implement all plan components
- **Assessment of the workforce** – provides planning and career development and transition recommendations
- **Training** – Inventory existing curriculum & training programs to identify gaps for new curriculum development
- **Career Services** – initiate development of specific training and workforce assistance programs to support transition activities

Aerospace Career Development Council (ACDC)

- Incentives for Business – support incentive funding for businesses bringing job growth to FL based on hiring impacted workers
- Incentives for Workers – increased retention of highly skilled workers for Shuttle completion and economic diversity
- Infrastructure – next generation technology/Space Center of Excellence
- Legislation – efforts are strengthened, funding and legislation approved

Aerospace Workforce Outlook Reports

- Flagship product for advocacy efforts and stakeholder commitment
- Determine affected numbers and skill sets associated
- Determine supply chain impact and secondary economic impact to community
- Identify best Shuttle work functional areas for analysis and skills gap/future requirements
- Information required to establish action plan for contractor presentation to demonstrate benefits and obtain buy-in and trust
- Framework for developing transition program scope of work

Skills Assessment & Curriculum Development

- Building on skills information identified in the Workforce Outlook reports:
 - Academia comment for 'quick to market' training as needs are identified – Entrepreneur Training; FAA A&P Certification; Modeling & Simulation, PMP, CEV Training
 - Access to NASA and USA's workforce competency systems for deeper skills assessment and mapping of capabilities and new program requirements
 - Shuttle workforce numbers and skills associated with the selected hardware and system functions

Skills Assessment & Curriculum Development

- A computer based skills assessment (BCC/SpaceTEC) was developed to identify individual strengths/weaknesses in five core technical areas – Approximately 4K affected workers identified as skilled labor technicians
- Categorizing skill sets for industry crosswalks and industry certifications necessary for quick reemployment
- Functional skill level assessment for regional, emerging and in-demand employment opportunities:
CareerScope; TORQ; optimal resume;
www.coolspacecareers.com

Building Stakeholder Relationships

- NASA support vital to program success: Space Act Agreement executed:
 - Push outreach message and collateral
 - Periodic briefings with Space Center Director
 - Facilitate 'trust building' meetings with contractor management
 - Granted BW staff KSC access and on-site offices, RIF support
- Facilitated numerous contractor staff AWT briefings for Shuttle workforce
- Space Shuttle Transition Liaison Office (SSTLO) – active participation and key member for best practice sharing

Rapid Response Infrastructure - Funding

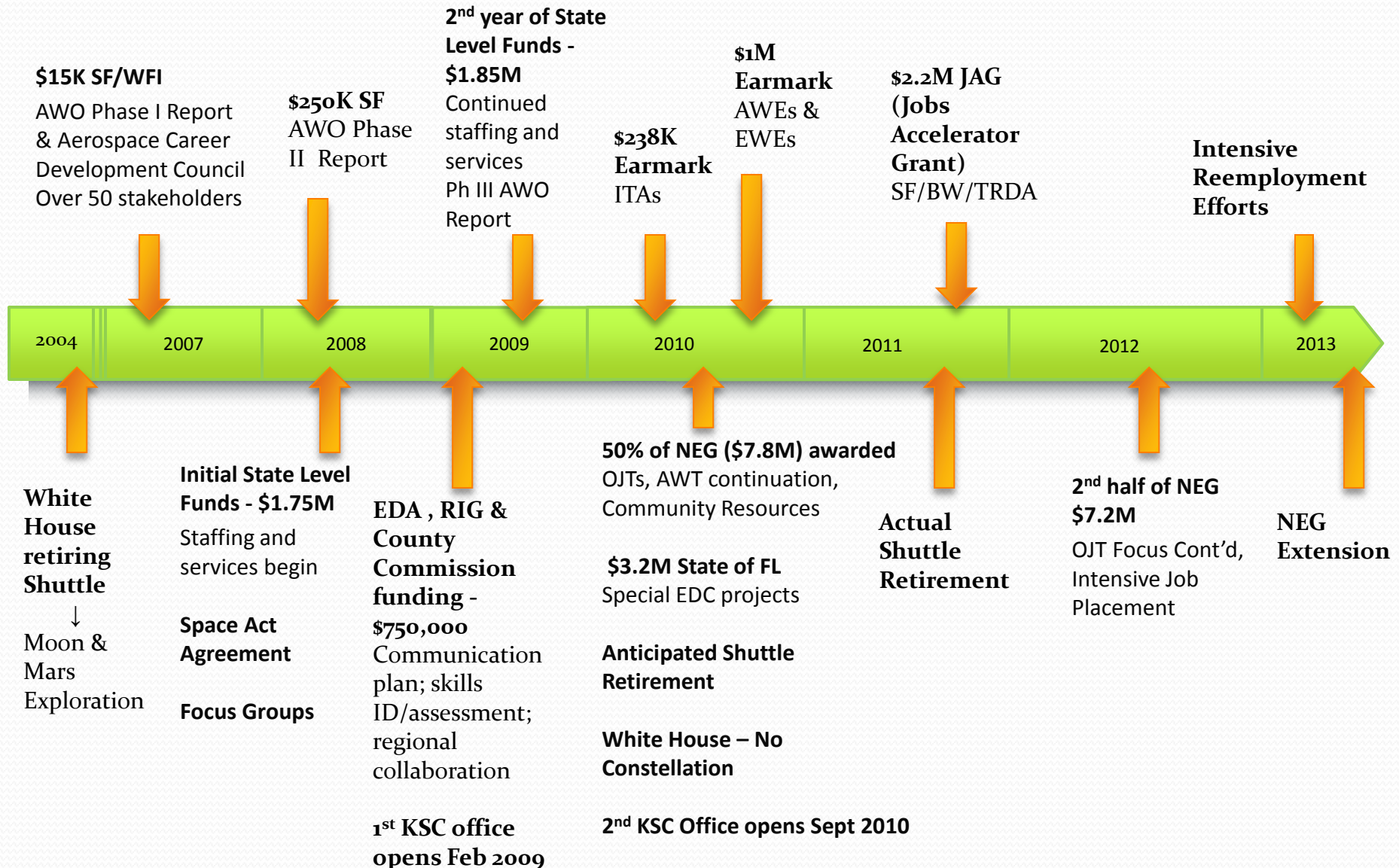
- Scope of work defined – leadership around the table to identify appropriate and accessible funding sources:
 - State general revenue dollars – Advocacy focal point
 - USDOL Regional Innovation Grant
 - Economic Development Administration Grant
 - Civilian Appropriations – earmark grants
 - Space Florida
 - Brevard County
 - Florida High Tech Corridor Council
 - Workforce Florida – WIA Funds
 - National Emergency Grant from USDOL

Aerospace Industry Economic Development Accomplishments (State of Florida Funds)

- \$35M for Operations and Checkout Facility refurbishment at KSC for Crew Exploration Vehicle
- \$14.5M for upgrades to launch Complexes 36 and 46 at CCAFS to support commercial launch businesses
- \$28M for Space Life Sciences Lab – world class facility which is the primary gateway for payloads bound for the International Space Station
- \$7.6M for Exploration Park – world class R&D facility
- \$26M to Space Florida for business development financing, infrastructure investments
- \$15M for FDOT spaceport infrastructure projects
- \$10M in space tax credits enacted by the Legislature
- \$7.1M in research and development tax credits

MILESTONES & FUNDING

Timing of Brevard Workforce efforts and funds to date



Rapid Response Infrastructure - Outreach

- Three-Pronged Approach
 - **Affected Workers**
 - Focus Groups – Social Change Firm Commissioned
 - Life Long Learning Message
 - Newsletters, Billboards, Radio, TV, Brochures, Champions, Eblasts, Kiosks
 - **Regional Employers Coupled with Regional Impact**
 - Not just a Brevard County issue
 - Transferrable high-tech skills to new emerging industries – asset mapping results
 - Regional call of OJT participants
 - **Community at Large**
 - Local education on impact to all
 - Public infrastructure investment – Community Resources Presence
 - Perdue University – Strategic Doing and New Narratives for Economic Diversity/Redesigning the Landscape of the County

Lessons Learned

- Stakeholder buy-in from the onset paramount:
 - Achieved unified advocacy efforts from all parties
 - Essential for identifying the impact and planned outcomes from all
 - Opened the doors for intelligence gathering
 - Driver for cross walking of skill sets and new development of required curriculum to support regional economic footprint

Questions or Information

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